



I. PROJECT DESCRIPTION AND PURPOSE

Connecticut (CT) is actively promoting smart growth initiatives and is encouraging transit and transit-oriented development (TOD) opportunities in the state. Central to its effort is the development of the New Haven Hartford Springfield (NHHS) Commuter Railroad. The NHHS project will upgrade the existing AMTRAK line to current high speed commuter standards. The rail line runs across the state from New Haven in the south of the state to Springfield, Massachusetts in the northern borders and will also be part of a proposed regional intercity high speed rail project (see figure). The state bond commission approved \$260 million in funding for the project on August 17, 2010. CT has also received federal funding of \$40 million and has applied for an additional \$220 million to make capital and infrastructure improvements along the rail corridor.

The CT Department of Economic and Community Development (DECD) recognizes that the redevelopment of the communities along the rail corridor is integral to the success of the transit project. These communities must be developed into more sustainable and livable communities and viable economic centers in order for the region to

benefit from the rail expansion. The requested grant will be used by DECD and its partners to support the planning and redevelopment of communities along the rail corridor and will help (1) increase the viability of the proposed NHHS rail line; (2) facilitate the development of affordable and workforce housing and economic development projects; (3) promote planning efforts that will foster development of mixed-use, walkable, denser, and TOD communities and (4) improve the state as a place to live, visit and work. DECD is partnering with the cities of New Haven and Meriden for this first phase of its statewide TOD planning initiative. New Haven is the second largest municipality in CT and ranks number two out of 169 municipalities on CT's Distressed Municipality list. Meriden ranks sixth. Both communities qualify and are in need of special attention and investment.

DECD and its partners, the cities of New Haven and Meriden, will use the grant for the following:

- Master Plan for two mixed-use and TOD redevelopment projects on existing developed sites adjacent to the New Haven Union Train Station (AMTRAK and Metro North Railroad);
- Phased implementation plan of the TOD Master Plan that will include a relocation plan, citizen participation plan, financial feasibility analysis, and market studies;
- New TOD zoning code and regulations for the TOD districts that will be established in the Meriden AMTRAK and the New Haven Union and State Street Train Station areas; and
- Acquisition of properties for future affordable housing and mixed-use development in the Meriden AMTRAK Train Station area.

II. PROJECT OBJECTIVES AND OUTCOME

DECD's proposal for the Challenge Grant aligns with HUD's livability principles as discussed below:

- ***Provide More Transportation Choices.*** By planning and developing mixed-use, walkable, transit-oriented, and denser communities in the station areas along the proposed commuter railroad, the project will help provide more transportation choices to a greater number of people.

- **Support Existing Communities.** The project will help revitalize existing communities around the transit station areas. With the help of planning tools such as Master Plans, TOD plans and zoning code revisions, the project will enable denser developments, thus preventing sprawl.
- **Leverage Federal Investment.** DECD and its partners are promoting projects that are closely aligned to the HUD-DOT-EPA livability principles, which will help leverage federal investments. Since the adoption of the state's smart growth policy, DECD has funded several TOD, mixed-income, and mixed-use development projects and is using the requested grant to leverage its investments.
- **Value Communities and Neighborhoods.** The TOD and Master Plans proposed for the project will help create dense and walkable neighborhoods in the station areas while retaining the historic nature and character of the surrounding areas.

The project's alignment with the livability principles of enhancing economic competitiveness and promoting equitable and affordable housing is discussed in more detail:

Enhance Economic Competitiveness. Taking advantage of the improved connectivity to employment centers and other destinations in the state by planning for and developing the station areas will help improve the economic competitiveness of the whole region.

Meriden. The city of Meriden, comprised of 58,244 residents (2000 US Census), is located in central CT. Its location near I-91, I-691, Merritt Parkway and Route 5 along with the new proposed commuter railroad makes Meriden suited for economic growth. In 2009, the city adopted a Plan of Conservation and Development (POCD), which recommends that the Meriden Transit Center (MTC) at the AMTRAK station, the city-owned HUB site close to the MTC, and the half-mile area around the MTC be redeveloped as a TOD district (see project location map on page 14). Envisioned for this area is a pedestrian friendly, urban, residential neighborhood intermingled with new commercial buildings and public open space within walking distance to improved rail and bus service.

The HUB and MTC sites are located in Meriden's historic downtown business district and within a quarter mile of residential neighborhoods, retail businesses, professional offices, entertainment venues, cultural establishments, city offices, and a branch of Middlesex Community College. The downtown retail district is struggling, but Meriden has undertaken several initiatives aimed at fostering economic growth. Key components of the economic development effort include: (1) The reuse of the Meriden HUB, a 14.4-acre brownfield site that the city acquired and cleared in 2005. Meriden is in the process of completing permitting work to construct flood control infrastructure, a city park and a mixed-use development on the site; (2) Development of a new inter-modal transportation center at the MTC site and the development of mixed-uses in proximity to the rail station. The MTC currently houses a 1,800 square foot building on a 0.34-acre site that serves as an AMTRAK and CT Transit bus stop; and (3) Redevelopment of the Factory H site, a 7-acre site about half a mile from the MTC, planned for mixed-uses and TOD. The construction of a new MTC and over 150,000 square feet of mixed-use space is expected to bring over \$40 million in private investment into Meriden.

Implementation of Meriden's economic development plan and the state's transit initiatives, along with updating zoning and land acquisition activities funded by this grant will help transform the area into a dynamic, transit-oriented city center that supports the local and regional economy and the planned transportation improvements. The project will help improve Meriden's local economic competitiveness by fostering moderately priced housing and retail development in the struggling central business district. The project will also help improve Meriden's regional economic competitiveness by providing reliable and timely access to public transportation for workers living and working along the NHHS rail corridor.

New Haven. New Haven is a major employment center of the state, and is a national destination for education and healthcare. New Haven has two train stations- the Union Station (AMTRAK passenger and Metro North commuter) and the State Street Station (Shore Line East and Metro North commuter)

(see project location map on page 15), which makes the city a central transit point between New York, Hartford/Springfield and New London. The Union Station area is the regional transportation hub and serves over one million AMTRAK and commuter rail passengers per year. The city is in the process of redeveloping the two station areas into a TOD and mixed-use community by developing new zoning regulations and creating a TOD district that will make New Haven more accessible and economically competitive.

Two sites in the Union Station area are the focus of this proposal – (1) Church Street South (CSS), an 8.3-acre parcel currently occupied by a 300-unit HUD-subsidized residential development built in 1968. The buildings do not fit with the newer emerging higher-density mixed-use developments and has limited connections to surrounding streets and the Union Station. Preliminary plans envision a mixed-use development consisting of 600-800 residential units and 200,000-400,000 square feet of office and retail space that would preserve affordable units at the site with 20% to 30% of the residential units set aside for households at less than 60% of area median income. (2) Robert T. Wolfe, a 93-unit senior housing development built in 1972, located on a 2.5-acre parcel directly adjacent to the CSS site, and owned and operated by the Housing Authority of New Haven (HANH). The building is suffering from physical problems due to age and construction, as well as functional obsolescence. Capital improvements will be implemented to stabilize the site and address the accessibility issues. Both sites are located directly across the street from Union Station and are within 0.5 miles of the Yale medical district and downtown.

The city along with the CSS owners, Northland Investment Corporation and HANH, intend to develop and implement a Master Plan that will connect these sites to Union Station and the surrounding areas and create a gateway to the city. New Haven also proposes to prepare new zoning regulations for a TOD district that will be established around Union Station and State Street Station areas. The proposed changes would transform the area and would increase residential/retail and office space. These improvements in turn would spur further private sector investment in the area. The new zoning regulations will increase the potential development space in the city. In spite of the current economic downturn, the commercial/office vacancy rate in New Haven is below 10%, compared with 15% nationally. The lack of office space makes it difficult to attract large businesses and jobs into the area. The proposed TOD redevelopment and rezoning projects would fill this need. Due to the high concentration of institutional, education and park uses, 40% of the City's land is tax exempt. The proposed project will significantly increase the tax base and revenues that can support other economic development activities.

Promote Equitable, Affordable Housing. Project activities that would directly help achieve this livability principle include the creation of mixed-income and energy efficient housing and the acquisition and setting aside of properties for affordable housing around station areas.

Meriden. Regionally, Meriden is home to several major employers, has a local workforce of over 32,000 and is well-suited to provide workforce housing for other employers in the region. Meriden's housing stock is amongst the most affordable in the region. The average price of a home in Meriden--\$205,500 in 2007-- is well below the median sales prices of surrounding communities which range from \$245,000 to \$344,000. Therefore, the development of moderately priced units in the downtown area and the setting aside of affordable units for low to moderate income households should continue to be attractive to local and regional employees seeking high quality affordable housing.

New Haven. New Haven has a large low-income population in need of decent, affordable housing located close to existing transportation networks and employment centers. Twenty-eight percent of the residents of New Haven have incomes below the federal poverty line. The HANH, with over 2,422 public housing units and over 2,600 housing choice vouchers (HCV), currently has over 3,300 and 500 households on its public housing and HCV waiting lists respectively.

The redevelopment of the CSS and Wolfe sites will increase the number of residential units located adjacent to the Union Station by about 600 to 800 units. Twenty to 30% of the units will be retained as affordable for households within 60% of area median income. It is anticipated that the affordable units will utilize Low Income Housing Tax Credits and Project-based Vouchers. By providing a mix of units, the development plan will address the affordable housing needs of low-income seniors and families, as well as the growing workforce housing needs. Marketing of the units will focus on a broad and inclusive cross-section of the local market, with special focus on low-income, minorities and senior applicants.

Transportation costs play a key role in affordability, and improved accessibility to transit is vital for New Haven's low-income population. Approximately 40% percent of New Haven residents and 70% of low-income residents live more than one mile from the city's two rail stations. Although parts of New Haven are served by public buses and shuttle services, most neighborhoods do not have a direct bus connection to either of New Haven's train stations. The proposed project will increase the availability of affordable housing within walking distance to the stations and thereby increase access to other major employment centers within a 30 minute rail commute of New Haven, such as Hartford, Bridgeport, Stamford, Norwalk and New London.

Presented below are the direct project outcomes that the proposal seeks to achieve and the benchmarks (some will be attained only after grant period) that will be used to measure progress:

OUTCOMES EXPECTED	BENCHMARKS TO MEASURE ACHIEVEMENT OF OUTCOMES (Benchmark Realization – grant period or post-grant)
Outcome 1: Impact on housing affordability and accessibility	<ul style="list-style-type: none"> ▪ Potential increase in number of affordable housing units based on new land use regulations (grant period) ▪ Actual increase in number of new or rehabilitated affordable housing units in project areas (post-grant) ▪ Properties/Acreage acquired through land/property acquisition that will be used for affordable housing (grant period) ▪ Increase in proportion of low- and very low-income households within project areas (post-grant) ▪ Increase in daily public transit riders that would indicate a general decrease in combined housing and transportation costs (post-grant)
Outcome 2: Impact on economic development	<ul style="list-style-type: none"> ▪ Increase in number of businesses and green businesses; businesses retained (grant period and post-grant) ▪ Increase in number of jobs and green jobs; jobs retained (grant /post-grant) ▪ Increase in potential and actual square footage of new development/new construction in target area (grant period and post-grant) ▪ Increase in number of square feet of greyfields and brownfields with funding available for remediation (grant period) ▪ Percent of greyfields, brownfields, and infill lands converted for mixed-use development (post-grant) ▪ Increase in tax base of municipality (grant period and post-grant)
Outcome 3: Environmental benefits	<ul style="list-style-type: none"> ▪ Increase in development potential of land around transit stations due to increased densities, thus, preventing sprawl (grant period) ▪ Increase in infrastructure investments to improve walkability, therefore, decreasing carbon footprint and road congestion (grant period) ▪ Potential and actual increase in open space (grant/ post-grant) ▪ Actual increase in number of LEED housing units in the project area

III. PROJECT WORK PLAN

DECD and its partners are seeking \$2,000,000 in HUD Community Challenge grants and will provide a total of \$3,288,655 in matching funds (164%). The Budget Table describes the sources and uses of funds including the project direct and indirect costs, including the administrative costs.

BUDGET TABLE					
SOURCE OF FUNDS → USES OF FUNDS ↓	HUD Grant	Applicant Match			
		DECD	Meriden	New Haven	Totals
Direct Costs					
1 Staff/In-house Legal					
Meriden			\$45,000		\$45,000
New Haven				\$200,000	\$200,000
2 Consultants					
Meriden	\$230,000	\$700,000			\$930,000
New Haven	\$685,000			\$560,000	\$1,245,000
3 Materials/Property/Construction					
Meriden	\$730,000		\$150,000		\$880,000
New Haven				\$1,488,655	\$1,488,655
4 Social Services					
Meriden					\$0
New Haven	\$275,000				\$275,000
TOTAL DIRECT COSTS	\$1,920,000	\$700,000	\$195,000	\$2,248,655	\$5,063,655
Indirect Costs					
5 Administrative Costs					
DECD	\$5,000	\$115,000			\$120,000
Meriden			\$5,000		\$5,000
New Haven				\$25,000	\$25,000
6 Training and Research (UConn CLEAR/Partnership for Strong Communities)	\$75,000				\$75,000
TOTAL INDIRECT COSTS	\$80,000	\$115,000	\$5,000	\$25,000	\$225,000
TOTAL COSTS	\$2,000,000	\$815,000	\$200,000	\$2,273,655	\$5,288,655

The following paragraphs describe the various proposed project activities/outputs, estimated costs and expected project deliverables. The **Work Plan Table** on pages 12 and 13, describes the responsible partners/entities, the estimated completion dates and performance measures. DECD and its partners are ready to begin the project immediately if awarded the grant as early as November 1, 2010 with a completion date of October 31, 2013. All funds will be obligated by September 30, 2012.

Project Activity I - Meriden Station Area TOD Plan (\$400,000)

DECD State Bond Funds - \$400,000

Project involves preparation of a TOD plan for a half mile area around the MTC site by employing the services of a planning consultant. The plan will include a conceptual design for residential and mixed-use development that will encourage high quality, economically sustainable TOD in the targeted development area. The TOD plan will incorporate a new intermodal transportation facility, parking, traffic and road

improvements as well as other infrastructure required to encourage use of the commuter rail service, transit bus service, pedestrian, bicycle and other transportation modes in downtown Meriden.

Expected project deliverables: Subcontract with planning consultant; MTC conceptual design rendering; MTC site plan; draft and final TOD plans; and one community meeting for comments on draft TOD plan.

Project Activity II – TOD Zoning Regulations for Meriden TOD District (\$280,000)

HUD Grant - \$230,000; Meriden (in-kind, staff contribution) - \$50,000

Meriden will develop and adopt new zoning codes, regulations and incentives that promote and encourage pedestrian friendly, compact, mixed-uses in the TOD district. The city will retain the services of a qualified planning consultant to complete this task.

Expected project deliverables: Contract with consultant; draft zoning regulations; community outreach; oversight of TOD zone proposal - local decision making process; adoption of new zoning regulations.

Project Activity III – Land Acquisition in Meriden (\$880,000)

HUD Grant - \$730,000; Meriden (cash contribution) - \$150,000

Meriden plans to acquire selected properties for redevelopment into private uses that are consistent with the TOD plan. The estimate for this project activity is based on the assessed value of several suitable properties identified by the economic development office including: 66 East Main Street (\$238,950), 29 Pratt Street (\$143,821), 31 Pratt Street (\$441,850), and 88 State Street (\$895,050).

Expected project deliverables: Proposal to acquire properties; public review; oversight of land acquisition proposal by local decision making process; purchase and sale agreements.

Project Activity IV – Factory H, Meriden TOD Site Clearing and Stabilization (\$300,000)

DECD Brownfield PILOT Grant - \$300,000

Meriden has received a \$300,000 grant for demolition and site stabilization activities at the Factory H brownfield property (77 Cooper and 104 Butler streets) located about half a mile south of the MTC. The Factory H site is proposed for a mixed-use development.

Expected project deliverables: Demolition hazards removal plan; permits; interim and final remediation action plans; public procurement of contractors/consultants; contractor selection for demolition/stabilization; demolition and stabilization work implementation; approvals from regulatory agencies.

Project Activity V – CSS and Wolfe, New Haven TOD Sites Master Plan (\$375,000)

HUD Grant - \$225,000; Northland - \$100,000; City - \$50,000 (in-kind, staff contribution)

New Haven will create a Master Plan for the CSS and Robert T. Wolfe redevelopment sites. Using the current conceptual plan for the area, the city will create an overall mixed-use, transit-oriented master plan that will include a variety of residential, retail, commercial, office and community uses. The process will include participation of the local community, residents of the existing housing development on the site, and other stakeholders. The Master Plan will also incorporate use of “green” technologies. The planning exercise will involve the city’s Planned Development District (PDD) process that will require obtaining all necessary zoning and land use, city Planning Commission and the Board of Aldermen approvals. Monthly meetings will be held between the design/development teams and city staff throughout the PDD process to ensure compliance with the zoning ordinance.

Expected project deliverables: Initial market study; site and demolition/relocation plans; stakeholder/public outreach/hearings; green technology plan and alternatives; preliminary site plan drawings.

Project Activity VI- New Haven Master Plan Implementation and Financing Plan (\$2,398,655)

HUD Grant - \$425,000; Northland - \$100,000; HANH - \$1,823,655; City - \$50,000 in-kind, staff)

This project activity would involve a refining of the master plan including a financial feasibility analysis, market studies, phased development of retail/commercial space and initial residential relocation planning.

Expected project deliverables: Wolfe building stabilization; relocation plan and needs assessment; phased demolition and development schedule; financial plan; updated market study; conceptual design drawings.

Project Activity VII – TOD Zoning Plan and Code for New Haven TOD District (\$460,000)

HUD Grant - \$310,000; City - \$150,000 (in-kind, staff contribution)

New Haven will develop and adopt a plan and new zoning regulations for the planned TOD district. The process will involve citizen participation through a public hearing process.

Expected project deliverables: Outreach/Consultation with stakeholders; analysis of existing zoning code; draft TOD plan; public hearing; approval of final TOD zoning code and plan.

Project Activity VIII– Overall Project Administration/Training/Research (\$190,000)

HUD Grant - \$80,000 (\$75,000- training/research); DECD (in-kind, staff contribution) - \$115,000

DECD will handle overall project administration that will include monitoring project progress, disbursement of HUD grant funds, and tracking and reporting project performance/status to HUD. DECD will also conduct training and research in partnership with the Partnership for Strong Communities and the University of Connecticut's Center for Land Use Education and Research (UConn CLEAR).

Expected project deliverables: Assistance Agreement; meeting minutes; project reports; performance tracking models; training/workshop/forum sessions; research studies/publication

IV. LEVERAGING AND COLLABORATION

DECD will be collaborating with Meriden and New Haven on this grant proposal. DECD, Meriden, and New Haven will provide \$815,000, \$200,000, and \$2,273,655 respectively in cash and in-kind, for a 164% match, well in excess of the minimum requirements.

DECD. DECD is leveraging the \$700,000 that it has invested for TOD and mixed-use planning and development in Meriden through the Challenge grant. DECD will also be contributing its staff resources (worth \$115,000) for administration of the project. DECD will be collaborating with UConn CLEAR and the Partnership for Strong Communities to utilize their research and training resources and expertise.

Meriden. Meriden will be contributing \$200,000 of its own funds for the project - \$150,000 for the purchase of properties and \$50,000 in staff time. Collaborating with DECD, Meriden hopes to achieve the goals of TOD and affordable housing. Meriden has been very successful in leveraging available funding from a variety of sources along with local incentives and programs for its downtown revitalization project of which the proposed TOD district is a part of. The city will use the requested grant to build upon its previous resources and continue to leverage the funding to ensure the long-term success of the project. Federal, state and local funding committed to the project to date includes:

- DECD \$250,000 Grant - Redevelopment plan and market analysis (completed)
- EPA Target Site Assessment Grant (in-kind) - Phase II Environment Site Assessment (completed)
- CTDEP Phase II Site Assessment (in-kind) - EPA funds (completed)
- DECD \$2 million Grant - Demolition of HUB Building (completed)
- EPA Water Program - \$144,300 grant for Phase III and Remedial Action Plan (in progress)
- USEPA Brownfields Clean UP Grant/CTDECD/CTDEP Urban Sites Program (completed)
- Meriden - \$176,150 funding for engineering/design and redevelopment planning (in progress)
- Federal, state, and local funds - \$15 million for Harbor Brook flood control project (completed)

New Haven. The redevelopment of CSS and Robert T. Wolfe sites have local, state, federal and private support as evidenced by the attached support letters. Northland Investment Corporation, the owner of the CSS development and the primary developer, has committed to providing \$200,000 of its own funds to contribute as a match toward this grant. HANH has allocated \$1,823,655 for the interim stabilization of Robert T. Wolfe housing development and master plan development. In addition, the city commits to providing an in-kind contribution of \$250,000 (staff time).

New Haven has been successful in collaborating with the following to form a public-private partnership:

- *City of New Haven, Livable Cities Initiative.* The Livable City Initiative is a neighborhood-focused agency whose primary mission is to enhance the experience of the individuals who live and work in New Haven. The agency seeks to accomplish this mission through the enforcement of the city's housing code and public space requirements; the design and implementation of housing programs to support high quality, affordable, and energy efficient housing opportunities; and by educating residents and increasing awareness on solutions for neighborhood concerns.
- *City of New Haven, Office of Economic and Business Development.* This office is in charge of economic development in New Haven.
- *Housing Authority of New Haven (HANH).* HANH is the co-developer of the CSS site through its subsidiary, the Glendower Group, Inc., and owns and operates the Robert T. Wolfe complex.
- *Glendower Group, Inc.* The Glendower Group, a non-profit, is a 501-c-3 affiliate of HANH. HANH and Glendower have over \$300 million in revitalization projects completed or in progress.
- *Northland Investment Corp.* Northland is the private developer of the CSS Redevelopment project and the owner of the site.
- *TAG Associates, Inc.* TAG is a development consultant to HANH and will be acting as consultant on the CSS Redevelopment project.

The above partnership will be vital as the project evolves and more outreach is conducted to involve the public and other community stakeholders. In addition to the resources committed in support of the Challenge grant, it is anticipated that a multitude of other financing resources will be sought as the project budget and individual phases are detailed out. Additional anticipated sources of funding may include other HUD/DOT grants through the Sustainable Communities Initiative, HOPE VI and Choice Neighborhoods Initiative programs, 4% and 9% low income housing tax credits from the Connecticut Housing Finance Authority, new market tax credits for commercial/retail activities, HOME and bond funds from the state of Connecticut, city funds for infrastructure related improvements, private mortgage financing and project -based housing choice voucher assistance from HANH.

The city of New Haven and CT Department of Transportation (CT DOT) are currently working together regarding the expansion and facility upgrades to Union Station which is the main train and bus transit center of the city. The proposed expansion would include 250-500 additional parking spaces, improved connectivity to local bus service and a 40,000-60,000 square foot retail component. These actions will further complement the TOD planning actions proposed in this grant proposal.

Please see the attached letters of commitment (litrmeriden.pdf, ltrnhaven.pdf, ltrnland.pdf, ltrhanh.pdf, ltruconn.pdf) from the project partners indicating their participation, commitment, responsibilities, and collaborative efforts. The attached letter of commitment from DECD (ltrdecd.pdf) describes how the fund commitments to New Haven and Meriden will be honored. The attached letters from the CT congressional delegation and the CT DOT (ltrcodel.pdf and ltrctdot.pdf) demonstrate their support for DECD's proposed planning endeavors along the NHHS rail corridor.

V. CAPACITY

DECD. DECD is the state administrator of HUD's HOME, the CDBG Small Cities for Non-entitlement Communities, and the Neighborhood Stabilization programs. These programs have been very successful, confirming DECD's experience and capability in handling HUD funds. Completed projects include:

1. **Norwalk, Reed-Putnam Development**
DECD - \$20 million (planning and redevelopment); Private Investment – \$500 million

Planning and development of a mixed-use and transit-oriented urban development in South Norwalk adjacent to the Norwalk River.

2. **Meriden HUB Site Reuse Concept Plan and Implementation**

DECD - \$2.25 million (remediation of brownfield site, planning); EPA – \$250,000 (Reuse Plan) Complex redevelopment project. Current TOD plan proposal in this application leverages on the already completed work on the site.

3. **Torrington, Torrington Downtown Redevelopment Plan**

DECD - \$500,000

Revitalization Plan to enhance economic competitiveness of the downtown and to strengthen Torrington as a regional center.

4. **Naugatuck, Renaissance Place Development Environmental Review and Plan**

DECD - \$150,000 (Environmental Review); Borough – approximately \$150,000 (Plan)

Major mixed-use and TOD project proposed for downtown Naugatuck. Plans in progress to utilize \$30 million in state funding to support project implementation.

5. **Bristol, Depot Square Redevelopment**

DECD - \$3 million (Planning/Environmental Review); Private Investment – over \$20 million

Redevelopment of a 17-acre abandoned mall site for a major mixed-use/TOD development and intermodal transportation center.

Staff. Peter S. Simmons, P.E., who is the DECD Office of Responsible Development (ORD) Director will act as the overall project lead. Mr. Simmons has nearly 25 years of experience, administering and managing state and federal funded planning and construction projects. ORD has 17 staff members including engineers, planners, environmental and housing specialists, and economic development agents. Mr. Simmons will be assisted by two dedicated staff, Maya Loewenberg, M.S., Project Manager and Binu Chandy, Project Planner and Engineer to help out with project management and administration.

CITY OF MERIDEN. Meriden, a CDBG entitlement community, is capable of implementing the proposed project and bringing it to fruition. Examples of projects undertaken similar to the one proposed:

1. **Update to Plan of Conservation and Development 2006-2009**

Consultant: Michalowski and Associates; Project Budget: \$250,000

The 2008 POCD serves as a blueprint for the physical and economic development of the city by recommending the most desirable land uses.

2. **City of Meriden Brownfields, Assessment and Clean Up Grants 2007-2010**

Consultant: Vita Nuova, AECOM; Project Budget: \$880,000 (4 U.S. EPA grant funds)

Since 2007, the city has selectively applied for and used USEPA funds to build on the community's brownfields redevelopment efforts.

Staff. Peggy Brennan, Director of Economic Development, will be the project lead from Meriden. She will also oversee the land acquisition elements of the project, including planning, establishing, and maintaining acquisition funds and/or land banks for development, redevelopment, and revitalization. Ms. Brennan will be assisted by 1. Dominick Caruso, Planning Director, who will be in charge of oversight of the planning elements of the project; 2. Juliet Burdelski, Grants Administrator, who will provide management and oversight of the funding elements; and 3. Wilma Petro, Director, Purchasing, who will ensure that consultant selection meets federal, state and local procurement requirements.

Meriden will seek proposals from qualified planning consultants to complete revisions to zoning codes, ordinances, building standards, or other laws to remove barriers and promote sustainable and mixed-use development and to overcome the effects of impediments to fair housing choice in local zoning codes and other land use laws, including form-based codes and inclusionary zoning ordinances to promote

accessible, permanently affordable housing that reduces racial and poverty housing concentration and expands fair housing choice for low-income minorities.

CITY OF NEW HAVEN. The New Haven public-private partnership (consisting of the city, HANH and its affiliate development entity Glendower, Northland, and TAG Associates) has sufficient capacity, expertise, and experience to see the proposed project activities through completion. The city and its partners have successfully designed and completed several HUD funded multi-site; multi-phase, housing and economic development projects. Like Meriden, New Haven is also a CDBG entitlement community. The following projects will reflect the capacity of the partnership members:

1. **360 State Street** (city of New Haven/HANH/DECD)
Project Budget: \$180 million (public and private financing)
Mixed-use development with 500 residential units, including 50 affordable, and 25,000 square feet of commercial space, with a parking garage and early childhood education center. The project is completed and is currently leasing. The project was built to LEED Platinum standard.
2. **West Rock Redevelopment Project** (HANH project)
Project Budget: \$200 million (Project financing consists of 4% and 9% LIHTC, conventional construction and permanent debt, tax-exempt bonds, Federal Home Loan Bank funding, HUD ARRA Funds, and city of New Haven funding)
The multi-phase project consists of 550 affordable rental and homeownership units on four sites, including three former public housing sites. Brookside Phase I is under construction and additional phases will close in 2010.
3. **Eastview Terrace** (HANH project)
Project Budget: \$45 million (Financing included 9% LIHTC, conventional construction and permanent debt, Federal Home Loan Bank funding)
Development consists of a 102-unit family development and community center with project-based voucher and public housing subsidies. The project was completed and leased in June 2009.
4. **Route 34 Corridor** (city of New Haven)
Project Budget (TBD)
Planned development of a 37-acre area contiguous to the city's Medical District, the plan focuses on the development of a transit-oriented area with new workforce housing and neighborhood retail and services. Built over multiple phases the project will result in development of 250-500 workforce housing units, 150-200 retail jobs and 600 -1000 bio-medical/office jobs.

Founded in 1970, Northland is a real estate investment and development firm with a \$1.7 billion portfolio comprised of 15 million square feet of commercial, retail, industrial, multifamily, mixed-use and hospitality properties. TAG is an affordable housing consulting firm in business over 20 years that has worked on scores of mixed-finance housing development projects sponsored by dozens of PHAs and public agencies, and has worked in this capacity with HANH for the past five years.

Staff. Erik Johnson, Executive Director, Livable City Initiatives, City of New Haven will be responsible for coordinating the project and will be the primary liaison between New Haven and DECD. Mr. Johnson has over 17 years of experience in community development and is responsible for the city's housing and community development activities. Kelly Murphy, Economic Development Administrator, will oversee the economic development work involved with the project. Ms. Murphy heads seven city departments related to economic development and is the liaison for the mayor with other agencies related to economic development including the Parking Authority, HANH, Port Authority and Tweed New Haven Airport. Jimmy Miller, Director of Special Projects, HANH, who has over 30 years experience in development of assisted and private market housing will be the project representative from HANH. Peter Standish, Project Manager, Northland Investment Corp will represent Northland. Jeffrey K. Lines and John K. May will be the project consultants from TAG Associates Inc.

VI. OTHER PROJECT PROPOSAL INFORMATION

Fair Housing, Environmental Justice & Improved Access to Non-English Speaking Communities

DECD and its partners will ensure that the project will further HUD's Fair Housing requirements. Meriden and New Haven are designated as environmental justice communities by the state and environmental justice issues will be addressed wherever applicable. Special measures will also be undertaken to improve access to public hearings for persons with limited English proficiency.

The Meriden Brownfields and Blight Committee (B&B) was formed in October 2002 to guide the city's vision and revitalization efforts. B&B has overseen EPA grant assistance projects, which include community participation efforts such as the Healthy Neighborhood Initiative. The purpose is to reach further into neighborhoods adjacent to brownfields that have potential environmental justice concerns and address personal and neighborhood health issues. These meetings employ bilingual organizers and informational brochures in both English and Spanish. The city will implement this project in a similar manner with the involvement of its neighboring communities.

The development of the Master Plan for CSS/Robert T. Wolfe will involve extensive public outreach to residents, community institutions and other stakeholders. Aside from informal consultations and public presentations, the Planned Development District (PDD) will be the subject of public hearings and comment, as will the proposed TOD district. Outreach will focus particularly on minority communities with extra measures to accommodate and improve access for non-English speakers. Both the city of New Haven and HANH have extensive experience with public outreach and participation processes surrounding the many development initiatives they have supported and sponsored.

Capacity Building and Knowledge Sharing

Skills and Technical Expertise. UCONN CLEAR's Land Use Academy provides practical education for local land-use decision makers. The Partnership for Strong Communities is a nonprofit organization that works to solve homelessness, create affordable housing and develop strong, vibrant communities. In partnership with these two organizations, DECD will design a training session for the 11 station communities (about 50 representatives) along the NHHS railroad. The session will cover new topics, strategies, form-based zoning, work force and affordable housing and other best practices in the industry. A Web site will be maintained by DECD providing relevant resources and progress of the pilot planning phase. Estimated HUD grant: \$20,000.

Sharing Knowledge. The proposed planning activities of transit station areas in New Haven and Meriden will be the pilot phase of planning proposed along the proposed NHHS railroad. Planning lessons learned will be recorded and shared among all other station communities. A forum will be organized by the Partnership for Strong Communities where the grant partners will share the outcomes with the other nine station communities (about 80 participants expected). Estimated HUD grant: \$15,000.

Expand Cross-Cutting Policy Knowledge

Project outcome data collected by New Haven and Meriden will be used by CLEAR to conduct policy research. In particular, CLEAR will study how to leverage increased land values and municipal tax revenue to further promote affordable housing, transit infrastructure and subsidies/incentives that help preserve/create local business. Using a concept similar to Tax Increment Financing, the study will look at possible techniques to prevent the displacement of low-income residents and small businesses as redevelopment in the project area takes place. Anticipated outputs include one research study with potential state and country wide distribution of findings. Estimated HUD grant: \$40,000.

WORK PLAN TABLE

	PROJECT ACTIVITIES (OUTPUTS)/TASKS TO COMPLETE PROJECT ACTIVITY (Responsible Project Partner/ Partner Entity)	DATES (completion)	PERFORMANCE METRICS /DELIVERABLES
I.	MERIDEN STATION AREA TOD PLAN (Meriden)		
1.	Subcontract with planning consultant/transportation engineering firm (city)	11/30/10	▪ Completed contract
2.	Proposed MTC design concept (consultant)	07/31/11	▪ One completed rendering
3.	Preliminary site plan - new intermodal transportation center (consultant)	07/31/11	▪ One preliminary site plan
4.	Draft of TOD Plan (planning consultant)	09/30/11	▪ Draft TOD plan for public review
5.	One community meeting to review draft TOD plan (city/ consultant)	10/31/11	▪ Public meeting dates and minutes
6.	TOD Plan (planning consultant)	12/31/11	▪ Draft Plan for city/public review
II	TOD ZONING REGULATIONS FOR MERIDEN TOD DISTRICT(Meriden)		
1.	Subcontract with planning consultant to analyze zoning requirements and prepare TOD Plan (city)	12/31/10	▪ Issuance of RFPs ▪ Completed contracts
2.	Zoning regulation for TOD zone (consultant)	09/30/11	▪ Draft regulation for city staff review
3.	Public review/community outreach -TOD zone proposal (city/planning consultant)	11/30/11	▪ Public meeting dates, minutes, feedback
4.	Oversee TOD zone proposal through local decision making process (city)	03/31/12	▪ Public meeting dates, minutes, feedback
5.	Finalize TOD zone changes (Plng. Commission)	TBD	▪ Adoption of new zoning regulations
III.	LAND ACQUISITION (Meriden)		
1.	Complete proposals to acquire/purchase one or more key parcels in the development area (city)	06/30/11	▪ Offers submitted for land acquisition
2.	Complete community outreach process to review proposal (city)	11/30/11	▪ Public meeting dates, minutes, feedback
3.	Oversight of land acquisition proposal by local decision making process (city)	01/31/12	▪ Public meeting dates and minutes
4.	Purchase and sale agreements to purchase selected parcels (city)	09/30/12	▪ Properties/Acreage acquired through land acquisition; sale agreement documents
5.	Develop land as affordable housing/mixed-use (city)	Post-grant	▪ RFP from developers ▪ Permits issued
IV.	FACTORY H TOD SITE CLEARING AND STABILIZATION (Meriden)		
1.	Preparation of demolition and hazard removal plans (consultant)	03/01/11	▪ Contract with consultant ▪ Demo/hazard removal plan specifications ▪ Permits; Interim remediation plan approval
2.	Contract for demo and stabilization work (city)	07/31/11	▪ RFP for demo/stabilization work ▪ Contract with demo/stabilization firm
3.	Demolition and site stabilization completion (consultant)	01/31/12	▪ Demo/stabilization work reviewed by EPA/ HUD/ CTDEP ▪ Final Remedial Action Report approval ▪ Demolition/Stabilization work completed
V.	CSS AND WOLFE TOD SITES MASTER PLAN (New Haven)		
1.	Contract Agreement with consultant (Northland/city)	complete	▪ Completed contract
2.	Initial market study to analyze potential uses (consultant)	12/15/10	▪ Completion of initial market study

3.	Preliminary Master Plan (city/consultant)	12/31/10	<ul style="list-style-type: none"> Site use & demo/relocation plans Needs and process plans - public outreach/ zoning approval etc
4.	Stakeholder outreach - site plan (city/ consultant)	01/15/11	<ul style="list-style-type: none"> Public meeting dates and minutes
5.	Green Tech. plan and alternatives (consultant)	01/15/11	<ul style="list-style-type: none"> Report on green tech. alt./cost-benefit
6.	Prelim. site plan drawings with alternatives (consultant)	03/01/11	<ul style="list-style-type: none"> Completed preliminary plan set
7.	Presentation of draft Master Plan to stakeholders (city/consultant)	03/15/11	<ul style="list-style-type: none"> Presentation slides; number/groups attended; date of presentation; meeting minutes.
8.	Final Master Plan (consultant)	09/30/11	<ul style="list-style-type: none"> Final Master Plan report city approval
9.	Planned Development District (PDD) process for zoning and land use approvals (city/consultant)	02/28/12	<ul style="list-style-type: none"> Monthly meetings- city & development team Public Hearing Plng Comm. & Board of Alderman approval
VI.	MASTER PLAN IMPLEMENTATION AND FINANCING PLAN (New Haven)		
1.	Building Stabilization and Capital Improvements of the Wolfe complex (HANH)	01/01/11	<ul style="list-style-type: none"> Completion of capital improvements work
2.	Relocation plan/resident relocation needs assessment (HANH/Northland)	03/15/11	<ul style="list-style-type: none"> Relocation plan and relocation needs assessment study
3.	Phased implementation plan including demolition schedule (Northland/consultant)	05/15/11	<ul style="list-style-type: none"> Phased Implementation Plan document
4.	Preliminary Financing Plan (Northland/consultant)	10/15/11	<ul style="list-style-type: none"> Identification of funders/funding sources Funder feedback on draft Master Plan Preliminary financing plan report
5.	Market study update based on revised uses and market changes (consultant)	06/01/12	<ul style="list-style-type: none"> Market Study Update report
6.	Conceptual unit and building designs – residential/ commercial space (consultant)	09/15/12	<ul style="list-style-type: none"> Conceptual design drawings
VII.	TOD ZONING PLAN AND CODE (New Haven)		
1.	Preliminary stakeholder input workshop (city/consultant)	02/01/11	<ul style="list-style-type: none"> Stakeholder feedback; workshop date
2.	Zoning code analysis to identify statutory changes (consultant)	09/01/11	<ul style="list-style-type: none"> Zoning Code recommendations report
3.	Draft TOD plan and zoning code (consultant)	03/01/12	<ul style="list-style-type: none"> Completed draft TOD Plan and Code
4.	Public hearings on draft TOD Plan (city/consultant)	06/15/12	<ul style="list-style-type: none"> Hearing minutes/feedback and date
5.	Final TOD plan and zoning code (consultant)	09/15/12	<ul style="list-style-type: none"> Final TOD Plan and Zoning Code Zoning Board approval
VIII.	OVERALL PROJECT ADMINISTRATION (DECD)		
1.	Assistance Agreement with partners (DECD)	12/01/10	<ul style="list-style-type: none"> Signed Assistance Agreement
2.	Monitoring progress - review quarterly progress reports and attend bi-monthly meetings (DECD)	Ongoing	<ul style="list-style-type: none"> Quarterly project reports Bi-monthly meeting minutes
3.	Disbursement of funds (DECD)	Ongoing	<ul style="list-style-type: none"> Payment and expenditure forms
4.	Submission of HUD E-logic model for performance tracking (DECD)	Quarterly	<ul style="list-style-type: none"> HUD E-logic model submissions
5.	Conduct training/workshop/research (DECD/ UCONN CLEAR/Partnership Strong Communities)	TBD	<ul style="list-style-type: none"> No. of sessions/ trainees; training schedule; dates; research paper



New Haven Church Street South/Wolfe Project Area

